

# Orion S.A.

Q1 2026

Earnings Conference Call

**orion**

**May 7, 2026**

# Forward-Looking Statements

## Forward-Looking Statements

This presentation contains and refers to certain forward-looking statements with respect to our financial condition, results of operations and business. These statements constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements are statements of future expectations that are based on management's current expectations and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. You should not place undue reliance on forward-looking statements. Forward-looking statements are typically identified by words such as "anticipate," "assume," "assure," "believe," "confident," "could," "estimate," "expect," "guidance," "intend," "may," "objectives," "outlook," "plan," "probably," "project," "seek," "target," "to be," "upside," "will" and other words of similar meaning. These forward-looking statements include, without limitation, statements about the following matters: our guidance, expectations and assumptions for the 2026 fiscal year; demand for tires; our expectations on free cash flow and inventory; and carbon black and U.S. tire imports.

All these forward-looking statements are based on estimates and assumptions that, although believed to be reasonable, are inherently uncertain. Therefore, undue reliance should not be placed upon any forward-looking statements. There are important factors that could cause actual results to differ materially from those contemplated by such forward-looking statements. These factors include, among others: negative or uncertain worldwide economic conditions and developments; the operational risks inherent in chemicals manufacturing, including but not limited to disruptions due to technical difficulties, severe weather conditions or natural disasters, pandemics (such as COVID-19), or otherwise; unanticipated impacts of our plans and strategies, including possible future decisions to discontinue or reduce production at certain facilities; our dependence on major customers and suppliers; further changes and uncertainty in the geopolitical environment or government policy, including related to tariffs, counter-tariffs and other trade barriers; disruptions in the supply of carbon black oil feedstock and natural gas (including due to geopolitical conflicts); our ability to compete in the industries and markets in which we operate; our ability to successfully develop new products and technologies; our ability to effectively implement our business strategies; the volatility of costs, quality and availability of raw materials and energy; our ability to realize benefits from investments, joint ventures, acquisitions or alliances; our ability to realize benefits from, and changes in plan with respect to, plant capacity expansions and capital investments such as site development projects; any information technology systems failures, network disruptions and breaches of data security, including via third-party systems or using emerging technologies such as artificial intelligence; our exposure to political or country risks inherent in doing business globally; rapidly changing geopolitical environment, conflicts, growing tension between U.S. and other countries, and/or any other escalations may impact energy costs, raw material availability or other economic disruptions; our ability to comply with complex environmental, health and safety laws and regulations, and current and any possible future investigations and enforcement actions by governmental, supranational agencies or other organizations; environmental, social and governance matters, including regulations requiring a reduction of greenhouse gas emissions or that impose additional taxes or fees on emissions as well as increased awareness and adverse publicity about potential impacts on climate change by us; changes in regulations for carbon black as a nano-scale material; our operations as a company in the chemical sector, including the related risks of leaks, fires and toxic releases as well as other accidents; any changes in European Union regulations or similar international regulations on chemical carbon that will affect our ability to market and sell our products; any market or regulatory changes that may affect our ability to sell or otherwise benefit from co-generated energy; any litigation or legal proceedings, including product liability, environmental or asbestos related claims; our ability to protect our intellectual property rights and know-how; risks associated with our financial leverage; restrictive effects of the covenants in our debt instruments; any deterioration in our financial position or downgrade of our ratings by credit rating agencies; any disruptive changes in international and local economic conditions, dislocations in credit and capital markets and inflation or deflation; our ability to generate the funds required to service our debt and finance our operations; any fluctuations in foreign currency exchange or interest rates; the availability and efficiency of hedging for certain risks; any potential impairments or write-offs of certain assets; any required increases in our pension fund or retirement-related contributions; the adequacy of our insurance coverage; any challenges to our decisions and assumptions in assessing and complying with our tax obligations; any changes in our jurisdictional earnings mix or in the tax laws or accepted interpretations of tax laws in those jurisdictions; the ability to pay dividends on our Common stock at historical rates or at all; the difference between our stockholders' rights and rights of stockholders of a U.S. corporation; the potential difficulty in obtaining or enforcing judgments or bringing legal actions against Orion S.A. (a Luxembourg incorporated entity) in the U.S. or elsewhere outside Luxembourg; the difference between Luxembourg & European insolvency and bankruptcy laws from U.S. insolvency laws; our relationships with our workforce, including negotiations with labor unions, strikes and work stoppages; and our ability to recruit or retain key management and personnel.

Factors that could cause our actual results to differ materially from those expressed or implied in such forward-looking statements also include those factors detailed under the captions "Cautionary Statement for Purposes of the "Safe Harbor" Provisions of the Private Securities Litigation Reform Act of 1995" and "Risk Factors" in our Annual Report in Form 10-K for the year ended December 31, 2025 and in Note Q. Commitments and Contingencies to our audited Consolidated Financial Statements and in our quarterly reports on Form 10-Q and the unaudited consolidated financial statements. It is not possible for our management to predict all risk factors and uncertainties, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements. We undertake no obligation to publicly update or revise any forward-looking statement as a result of new information, future events or other information, other than as required by applicable law.

# Q1 2026 Highlights



**Adj EBITDA of \$46M; Progressively stronger demand → tracking above expectations**



**Order trends late in Q1 infer preference for localized supply chains**



**Agility: Order responsiveness; Judicious inventory management; Pricing execution**

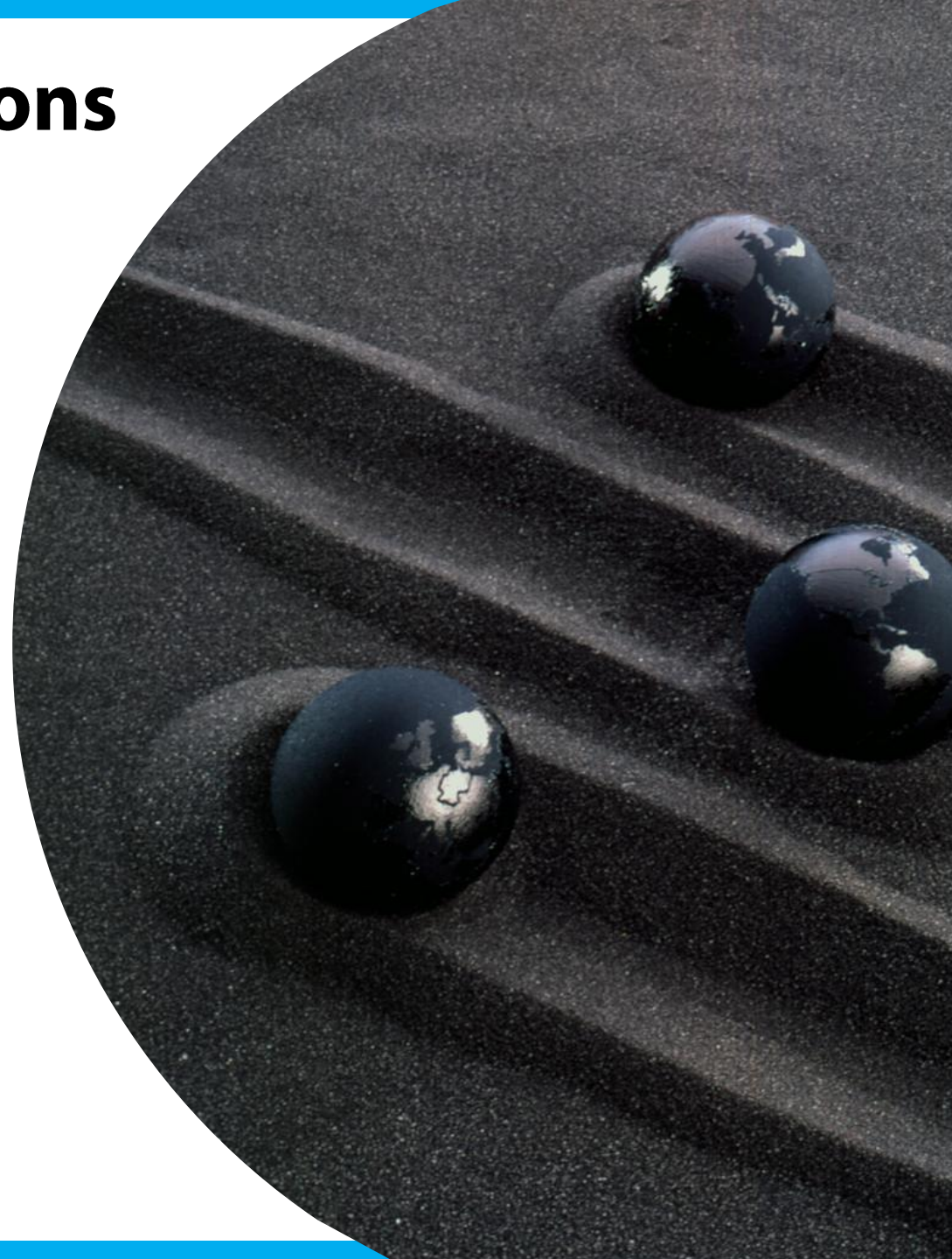


**Lifting 2026 Adj EBITDA guidance range; Focused on working capital offsets**



# Middle East Conflict Considerations

- **Business is resilient in high oil price environments**
- **Supply chain uncertainty → Increased our demand**
- **Pass-through mechanisms performing as expected**
- **Well-executed price increases & surcharges**
- **Minimal impact to Orion feedstock availability**
- **Market dynamics reinforcing proximity to customer**
- **Surge in oil prices → W/C headwind, but manageable**



# Orion Agility & Actions

## **Demand responsiveness**

- Leveraging global network and local presence
- Capitalizing on incremental opportunities

## **Intensified cost containment focus**

- Headcount reductions in place; Efforts in efficiency and procurement projects → \$20M in gross annual savings
- Capex reduced; On track for ~\$90 million in 2026

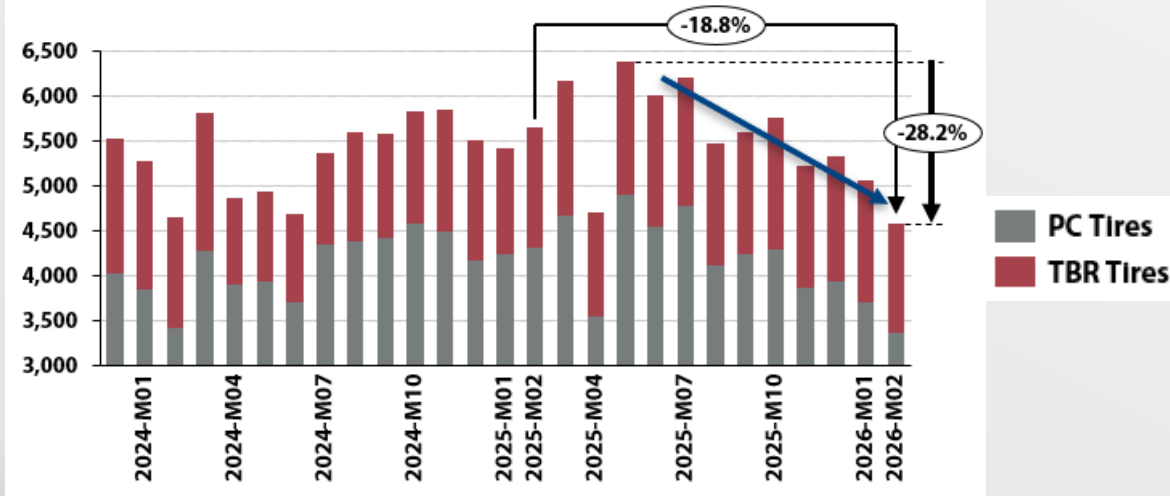
## **Working capital levers: ~\$30M**

- Manage inventory at lower levels, maintain flexibility to serve
- Extending supplier payment terms → in line with industry
- Incremental accounts receivable opportunity



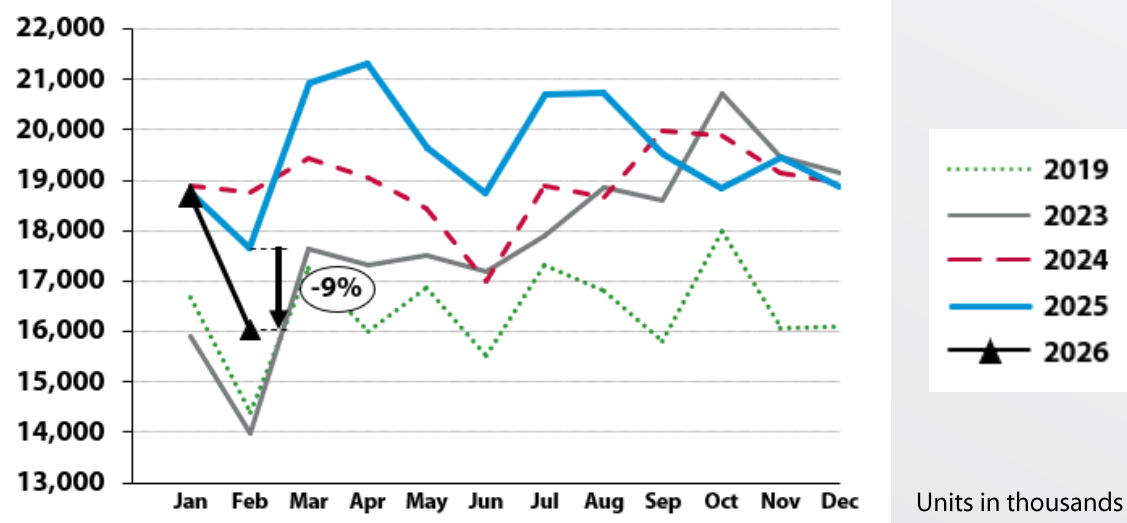
# Encouraging Export / Import Trends...

Thailand Tire Exports by Month



Sources: USTMA, Trade Map, International Trade Centre, Notch Consulting

U.S. Tire Imports by Month



Units in thousands

...Even Before Impact of the Middle East Conflict

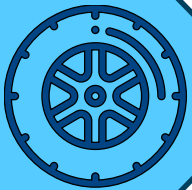
# Q1 2026 Orion Results



**Adj EBITDA of \$46M**, down 30% YoY; Above internal expectations;  
Volumes increased 2%, on broad strength late in quarter;  
YoY decline entirely in Rubber segment, largely on calendar 2026 pricing



**Specialty Adj EBITDA of \$27M** increased 7% YoY;  
Volumes improved 3%, on broad end-market demand late in Q1;  
Favorable mix offset absorption headwind from inventory draw



**Rubber Adj EBITDA of \$19M** down 53% YoY, despite 1+% higher volumes;  
Attributable to 2026 pricing agreements,  
lower YoY oil price pass through effects and adverse regional mix



**Free Cash Outflow of \$48M**, typical seasonality + oil price volatility;  
Working capital use of \$54M;  
Capex of \$36M, in line with our expectations

# Specialty Segment

## Q1 2026 Results

- **Adj EBITDA of \$27M** improved ~\$2M (+7%) year over year, on +3% volumes
- Favorable mix and positive FX contributed to increased earnings, partly offset by absorption headwind from inventory draw
- Gross profit / ton of \$675 increased 4.5% from prior-year levels; Flat sequentially compared to Q4'25

## Basis for Updated Guidance

- Late quarter demand strength persists through Q2
- Specialty recovery in China continues
- Price actions in place to mitigate feedstock, other cost volatility
- Limited visibility into duration of demand strength in 2H



# Rubber Segment

## Q1 2026 Results

- **Adj EBITDA of \$19M**, down 53% YoY, on lower 2026 contractual prices, adverse regional mix, and the pass-through effect of lower YoY oil costs
- Volumes up 1+%; strong YoY Asian growth and modest EMEA growth more than offset lower YoY volumes in the Americas
- Tire production in the U.S. down YoY Jan-Feb, on elevated channel inventories, weak sell-in data, soft OEM and freight markets

## Basis for Updated Guidance

- Modest demand improvement late in Q1 persists through Q2
- Contractual pass-through provisions continue to perform, mitigating oil-price volatility risk
- Orion regional footprint poised to benefit from conflict's impact on key raw materials in Southeast Asia; not factored into 2026 guidance
- Durability of demand strength unclear



# Cash Flow, Balance Sheet & Leverage Improved

## Cash Flow Highlights

- Typical Q1 seasonality plus incremental impact of oil price volatility; net working capital use of \$54M
- Operating cash use of \$12M
- Capital expenditures of \$36M
- Free cash outflow of \$48M

## Balance Sheet & Leverage

- Net debt at quarter end of \$965M
- Net debt-to-TTM Adjusted EBITDA ratio of 4.2x
- Comfortably below Credit Agreement leverage ratios
- Ended the quarter with liquidity of \$192M

# Outlook / Sensitivities

## Updated 2026 Guidance

- **Adjusted EBITDA:**  
2026: \$170 - \$210M      *Prior: \$160 - \$200M*
- **Free Cash (Out)Flow:**  
2026: (\$25) - (\$50)M      *Prior: \$25 - \$50M*
- **Capital Expenditures:**  
~\$90M      *Unchanged*

## Sensitivities

- Impact of \$10/bbl change in average feedstock cost:
  - Changes EBITDA by \$7 - \$10M, over 12-month period
  - Changes Net Working Capital by \$25 - \$30M, over 3-4 months
- FX: 1% Change in EUR/USD amounts to ~\$2M EBITDA impact, over full year

# Concluding Remarks

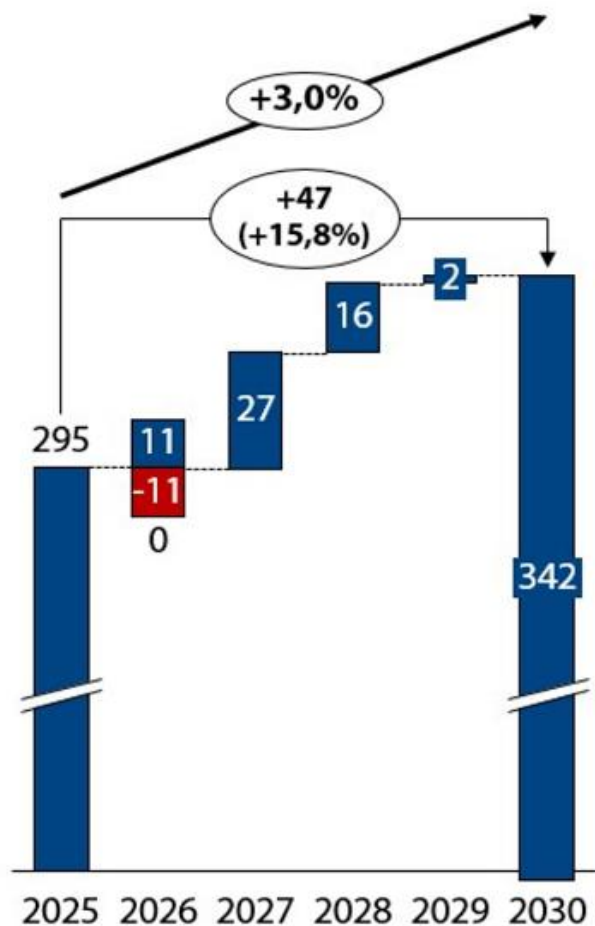
- Agile in dynamic and evolving market conditions
- Orion team energized to meet the challenges: demand responsiveness, pricing execution
- Showcasing Orion's inherent business resilience
- *Upside: Shifting Global Trade Flows, Reshoring Confers Advantage to Dependable Local Suppliers*
- *Upside: Freight Industry Recovery Not in Guidance*



# Appendix Slides

# Reshoring Beneficiary: N.A. Tire Industry Production Capacity to 2030

N.A. Tire Production Capacity (MM Units)



- Net growth of 47 million tires/yr in N.A. production capacity from 2025 to 2030 (~3% CAGR)

Current Announcements of N.A. Tire Production Investments – Through End of Decade



Note: Investment capital totals shown with completion dates 2025 and beyond.  
Sources: Global Data (Sept. 2025), Notch Report, ERJ, Trade Press, Orion Estimates.

# Orion Q1 2026 Company KPIs and Other Metrics

Metric <sup>(1)</sup>	1Q 26	1Q 25	Y/Y	4Q 25	Seq
Volume (kmt)	256.5	251.7	1.9%	219.4	16.9%
Net Sales	\$459.5	\$477.7	(3.8)%	\$411.7	11.6%
Gross Profit	\$79.2	\$98.1	(19.3)%	\$77.7	1.9%
Gross Profit/ton	\$308.8	\$389.7	(20.8)%	\$354.1	(12.8)%
Adj. EBITDA <sup>(1)</sup>	\$46.1	\$66.2	(30.4)%	\$55.3	(16.6)%
Adj. EBITDA Margin	10.0%	13.9%	-390bps	13.4%	-340bps
Adjusted Net Income (loss)	\$(6.1)	\$12.8	n/a	\$(19.3)	(68.4)%
Adjusted Diluted Earnings (loss) per share	\$(0.11)	\$0.22	\$(0.33)	\$(0.34)	\$0.23

*(\$ in millions)*

(1) See Appendix for reconciliation of non-GAAP measures to the most directly comparable US- GAAP measure

# Specialty Segment Q1 2026 KPIs and Other Metrics

Metric <sup>(1)</sup>	1Q 26	1Q 25	Y/Y	4Q 25	Seq
Volume (kmt)	64.0	61.9	3.4%	52.7	21.4%
Net Sales	\$169.7	\$160.7	5.6%	\$139.7	21.5%
Gross Profit	\$43.2	\$40.0	8.0%	\$35.6	21.3%
Gross Profit/ton	\$675.0	\$646.2	4.5%	\$675.5	(0.1)%
Adj. EBITDA <sup>(1)</sup>	\$27.1	\$25.4	6.7%	\$26.6	1.9%
Adj. EBITDA/ton	\$423.4	\$410.3	3.2%	\$504.7	(16.1)%
Adj. EBITDA Margin	16.0%	15.8%	20bps	19.0%	-300bps

*(\$ in millions)*

(1) See Appendix for reconciliation of non-GAAP measures to the most directly comparable US- GAAP measure

# Rubber Segment Q1 2026 KPIs and Other Metrics

Metric <sup>(1)</sup>	1Q 26	1Q 25	Y/Y	4Q 25	Seq
Volume (kmt)	192.5	189.8	1.4%	166.7	15.5%
Net Sales	\$289.8	\$317.0	(8.6)%	\$272.0	6.5%
Gross Profit	\$36.0	\$58.1	(38.0)%	\$42.1	(14.5)%
Gross Profit/ton	\$187.0	\$306.1	(38.9)%	\$252.5	(25.9)%
Adj. EBITDA <sup>(1)</sup>	\$19.0	\$40.8	(53.4)%	\$28.7	(33.8)%
Adj. EBITDA/ton	\$98.7	\$215.0	(54.1)%	\$172.2	(42.7)%
Adj. EBITDA Margin	6.6%	12.9%	-630bps	10.6%	-400bps

*(\$ in millions)*

(1) See Appendix for reconciliation of non-GAAP measures to the most directly comparable US- GAAP measure

# Historical Non-GAAP Metrics Reconciliation

Historical Non-GAAP Metrics Reconciliation (\$ million unless otherwise stated)			
	Three Months Ended		
	Q1 2026	Q4 2025	Q1 2025
<b>Net sales</b>	<b>459.5</b>	<b>411.7</b>	<b>477.7</b>
Cost of Sales	380.3	334.0	379.6
<b>Gross Profit</b>	<b>79.2</b>	<b>77.7</b>	<b>98.1</b>
Sales volume (in kmt)	256.5	219.4	251.7
<b>Gross Profit per Metric Ton</b>	<b>309.0</b>	<b>354.1</b>	<b>390.0</b>
<b>Net income (loss)</b>	<b>(9.9)</b>	<b>(21.1)</b>	<b>9.1</b>
Income tax expense (benefit)	6.7	22.8	8.9
Equity in Earnings of Affiliated companies	(0.1)	1.1	(0.5)
<b>Income (loss) before earnings in affiliated companies and income taxes</b>	<b>(3.3)</b>	<b>2.8</b>	<b>17.5</b>
Finance costs, net <sup>(1)</sup>	14.7	15.1	13.7
<b>Income (loss) from Operations (EBIT)</b>	<b>11.4</b>	<b>17.9</b>	<b>31.2</b>
Depreciation and amortization	32.7	34.7	31.5
<b>EBITDA</b>	<b>44.1</b>	<b>52.6</b>	<b>62.7</b>
Loss (recovery) due to misappropriation of assets, net	—	(0.4)	—
Other non-operating <sup>(2)</sup>	2.0	3.1	3.5
<b>Adjusted EBITDA</b>	<b>46.1</b>	<b>55.3</b>	<b>66.2</b>
<i>Thereof Adjusted EBITDA Specialty Carbon Black</i>	<i>27.1</i>	<i>26.6</i>	<i>25.4</i>
<i>Thereof Adjusted EBITDA Rubber Carbon Black</i>	<i>19.0</i>	<i>28.7</i>	<i>40.8</i>

(1) Finance costs, net consists of Interest expense, Finance income and Finance costs, and excludes Reclassification of actuarial gains out of AOCI.

(2) Other non-operating is primarily related to Long-term incentive plan for all periods presented.

# Historical Non-GAAP Metrics Reconciliation

Reconciliation of FCF (\$million)			
	Three Months Ended March 31,		
	2026	2025	
1	Net cash provided by (used in) operating activities	\$(12.4)	\$0.4
2	Net cash used in investing activities	(36.1)	(29.2)
3	Net cash provided by (used in) financing activities	39.7	21.8
	Free Cash Flows (1-2)	(48.5)	(28.8)

# Historical Non-GAAP Metrics Reconciliation

Historical Non-GAAP Metrics Reconciliation in \$ per share			
Adjusted diluted EPS	Three Months Ended		
	Q1 2026	Q4 2025	Q1 2025
<b>Diluted EPS</b>	<b>\$(0.18)</b>	<b>\$(0.38)</b>	<b>\$0.16</b>
Long Term Incentive Plan	0.02	0.06	0.05
Misappropriation of assets, net	—	(0.03)	—
Professional fees related to misappropriation of assets	—	0.03	—
Other Adjustments including restructuring	0.01	0.01	0.01
Amortization of Acquired Intangible Assets	0.04	0.04	0.03
Foreign Exchange Rate Impacts to Financial Results	0.01	(0.07)	—
Amortization of Transaction Costs	0.02	0.01	0.01
Tax Effect on Add Back Items	(0.03)	(0.01)	(0.04)
<b>Adjusted Diluted Earnings (loss) per share</b>	<b>\$(0.11)</b>	<b>\$(0.34)</b>	<b>\$0.22</b>

# Historical Non-GAAP Metrics Reconciliation

Historical Non-GAAP Metrics Reconciliation (\$million)			
Adjusted Net Income	Three Months Ended		
	Q1 2026	Q4 2025	Q1 2025
<b>Net income (loss)</b>	\$ (9.9)	\$ (21.1)	\$ 9.1
add back long-term incentive plan	1.4	3.6	2.7
add back loss (recovery) due to misappropriation of assets, net	—	(1.9)	—
add back loss due to professional fees related to misappropriation of assets	—	1.5	—
add back other adjustment items	0.5	0.6	0.3
add back intangible assets amortization	2.0	2.1	1.8
add back foreign exchange rate impacts	0.4	(4.1)	0.1
add back amortization of transaction costs	1.2	0.8	0.4
Tax effect on add back items at estimated tax rate	(1.7)	(0.8)	(1.6)
<b>Adjusted net income (loss)</b>	<b>\$ (6.1)</b>	<b>\$ (19.3)</b>	<b>\$ 12.8</b>

# Historical Non-GAAP Metrics Reconciliation

Historical Non-GAAP Metrics Reconciliation (\$ million unless otherwise stated)							
Capital Employed	2026		2025	2024	2023	2022	2021
	Q1 2026 YTD	Q1 2025 YTD					
Total Assets	1,930.7	1,968.2	1,907.6	1,857.3	1,833.4	1,888.7	1,631.0
LESS: Current Liabilities	-659.7	-601.9	-626.4	-516.7	-440.3	-552.8	-448.7
<b>Capital Employed</b>	<b>1,271.0</b>	<b>1,366.3</b>	<b>1,281.2</b>	<b>1,340.6</b>	<b>1,393.1</b>	<b>1,335.9</b>	<b>1,182.3</b>
Average of:	Q1 2026 & Q1 2025		2025 & 2024	2024 & 2023	2023 & 2022	2022 & 2021	
<b>Average Capital Employed</b>	<b>1,318.7</b>		<b>1,310.9</b>	<b>1,366.9</b>	<b>1,364.5</b>	<b>1,259.1</b>	
Adjusted EBIT	2026		2025	2024	2023	2022	
	TTM <sup>(1)</sup>	Q1 2026 YTD	Q1 2025 YTD				
Adjusted EBITDA	227.9	46.1	66.2	248.0	302.2	332.3	312.3
Add back Depreciation of property, plant and equipment and amortization of intangible assets and right of use assets	-133.1	-32.7	-31.5	-131.9	-125.3	-113.0	-105.7
<b>Adjusted EBIT</b>	<b>94.8</b>	<b>13.4</b>	<b>34.7</b>	<b>116.1</b>	<b>176.9</b>	<b>219.3</b>	<b>206.6</b>
<b>Return on Capital Employed<sup>(2)</sup></b>	<b>7.2%</b>			<b>8.9%</b>	<b>12.9%</b>	<b>16.1%</b>	<b>16.4%</b>
<p>(1) TTM or 'trailing twelve months' for P&amp;L amounts are calculated as current quarter YTD plus full prior year less same quarter prior year YTD (e.g. TTM Adjusted EBIT for Q1 is calculated as Q1 2026 YTD + full year 2025 YTD - Q1 2025 YTD)</p> <p>(2) Return on Capital Employed (ROCE) is calculated as Adjusted EBIT divided by Average capital employed.</p>							

# Historical Non-GAAP Metrics Reconciliation

Historical Non-GAAP Metrics Reconciliation (\$million)		
Net Debt and Debt ratio	March 31, 2026	December 31, 2025
Current portion of long term debt and other financial liabilities	\$ 351.2	\$ 305.0
Long-term debt, net	662.5	674.5
Total debt as per Consolidated Balance Sheets	1,013.7	979.5
Add: Deferred debt issuance costs - Term loans	2.1	2.4
Less: Cash and cash equivalents	50.5	60.7
<b>Net debt</b>	<b>965.3</b>	<b>\$ 921.2</b>
TTM Adjusted EBITDA	227.9	248.0
<b>Debt ratio</b>	<b>4.2</b>	<b>3.7</b>

# Non-GAAP Financial Measures

## **Non-GAAP Financial Measures**

We present certain financial measures that are not prepared in accordance with GAAP or the accounting standards of any other jurisdiction and may not be comparable to other similarly titled measures of other companies. For a reconciliation of these non-GAAP financial measures to their nearest comparable GAAP measures, see Appendix slides above.

These non-GAAP measures include, but are not limited to Adjusted Net Income, EBITDA, Adjusted EBITDA, Adjusted Diluted EPS, Free Cash Flow, Net Debt, Working Capital, and Segment Gross Profit.

We define Adjusted Net Income as Net income, stock-based compensation, and non-recurring items (such as, restructuring expenses, legal settlement gain, etc.). We define EBITDA as earnings before interest, taxes, depreciation and amortization. We define Adjusted EBITDA as Income from operations before depreciation and amortization, stock-based compensation, and non-recurring items plus Earnings in affiliated companies, net of tax. We define Adjusted Diluted EPS as Adjusted Net Income divided by Diluted Weighted-average shares outstanding. We define Free Cash Flow as Net cash provided by operating activities plus net cash used in investing activities. We define Net debt as Total gross debt less Cash and cash equivalents. We define Working capital as Inventories, net plus Accounts receivable, net minus Accounts payable. We define Segment Gross Profit as Segment Net sales minus Segment Cost of sales.

Our operations are managed by senior executives who report to our Chief Executive Officer (“CEO”), the chief operating decision maker (“CODM”). Adjusted EBITDA is used by our CODM to evaluate our operating performance and to make decisions regarding allocation of capital, because it excludes the effects of items that have less bearing on the performance of our underlying core business. We use this measure, together with other measures of performance under GAAP, to compare the relative performance of operations in planning, budgeting and reviewing our business. We believe our non-GAAP measures are useful measures of financial performance in addition to Net income, Income from operations, and other profitability measures under GAAP, because they facilitate operating performance comparisons from period to period. By eliminating potential differences in results of operations between periods caused by factors such as depreciation and amortization, historic cost and age of assets, financing and capital structures and taxation positions or regimes, we believe that Adjusted EBITDA provides a useful additional basis for evaluating and comparing the current performance of the underlying operations.

In addition, we believe these non-GAAP measures aid investors by providing additional insight into our operational performance and help clarify trends affecting our business.

However, other companies and analysts may calculate non-GAAP financial measures differently, so making comparisons among companies on this basis should be done carefully. Non-GAAP measures are not performance measures under GAAP and should not be considered in isolation or construed as substitutes for Net sales, Net income, Income from operations, Gross profit and other GAAP measures as an indicator of our operations in accordance with GAAP.

With respect to Adjusted EBITDA, Adjusted Diluted EPS and Free Cash Flow guidance for 2026, we are not able to reconcile the forward-looking non-GAAP financial measures to the closest corresponding GAAP measure without unreasonable efforts because we are unable to predict the ultimate outcome of certain significant items. These items include, but are not limited to, legal settlements, tax and regulatory reserve changes, restructuring costs and financing related impacts.